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THE DIRECTOR OF CENTRAL INTELLIGENCE

WASHINGTON, D. C. 20505

USIB - AM 10/74

4 September 1974

MEMORANDUM FOR USIB COMMITTEE CHAIRMEN

SUBJECT: Guidance Applicable to all USIB Committee Chairmen

1. Letters of Instruction are being provided to each USIB committee chairman on an individual basis. This additional guidance is applicable to all committee chairmen so is set out separately rather than being repeated in each of the individual letters.

2. The USIB committees are an integral part of the overall support which, as Director of Central Intelligence, I require in the execution of my Community responsibilities. In furtherance of this Community program, I want each committee chairman to work closely with the D/DCI/IC, keeping him regularly informed of progress and making him aware of any serious problems which any chairman encounters in the management of the activity of his committee.

3. I consider it particularly important that continuing attention be paid to establishing and observing proper priorities for our efforts, and to this end, I want each chairman to be responsive to both the D/DCI/IC and the D/DCI/NIO and to provide them, as appropriate, evaluative inputs as such relate to intelligence collection, processing, analysis and production (including presentation) within each committee's individual areas of interest. I am concerned about potential imbalances between collection, processing and analytic assets in some aspects of our intelligence effort and any of the committees may well be in a position to provide recommendations relating to this problem area.

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4. While the USIB committees will continue to operate under the aegis of that body and will perform such activities as are assigned by the USIB, I want each committee chairman also to be responsive to the needs of the Intelligence Resources Advisory Committee (IRAC). I will decide on a case-by-case basis which of the matters undertaken in response to IRAC requests are to be brought to the USIB's attention.

5. The production of intelligence is basically the responsibility of the departments and agencies represented on the USIB and of the National Intelligence Officers. This does not mean, however, that various of the USIB committees will not be involved in the production of finished intelligence. It can be expected that I, and, as my representatives, the D/DCI/NIO and the D/DCI/IC, will on occasion task individual committees to address specific, important time-critical questions.

6. In the substantive field, I expect the USIB committees to pay particular attention to committee actions which would contribute to the Intelligence Community response to the Key Intelligence Questions. The KIQs reflect the substantive problem areas which are of highest current interest at top levels of our Government and each committee chairman should be alert to any actions which his committee might take in furtherance of developing responses to the KIQs.

7. In order to provide as complete a solution as possible to problems addressed by the USIB committees, I consider it important that, where appropriate, there be full cooperation with agencies of the Government not normally considered part of the Intelligence Community. In addition, I want each committee chairman to cooperate fully with the chairman of other USIB committees so that wide-ranging intelligence problems which call for such may be explored and resolved on a multi-disciplinary basis.

8. Overall, I consider it essential that each chairman ensure that his committee operates in a flexible manner, fully open to conflicting appraisals and with a continuing high level of cost consciousness. Our attention must be focused on the contribution which intelligence can make to decisions and policy evolution within the Government, and not merely on the intelligence process itself.


W. E. Colby
Director

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